Concordia University **JMSB-2006-03M**
Faculty Council of the John Molson School of Business
Minutes of the meeting held March 17, 2006

Present: Jerry Tomberlin (Chair)
S. Aberman (P&VP, A), A. Ahmad (Fina.), K. Argheyd (Mana.), M. Armanious (CASA), S. Betton (Fina.), M. Bergier (Mktg.), S. Brutus (Mana.), B. Campbell (Econ.), S. Danaie (Facilities), B. Desai (Comp.Sci.), I. Dostaler (Mana.), C. Draimin (Acco.), K. Fiddler (Staff), M. Genova (Staff), S. K. Goyal (DS&MIS), A. Harland (Lib.), G. Kanaan (Assoc. Dean), J. Kellett (CGSA), D. Kira (DS&MIS), R. Knitter (Mana.), J. Lightstone (Rel.),E. Lobo (CGSA), M. Magnan (Assoc. Dean), M. Mulrennan (SGS), U. Mustafa (Staff), F. Nebebe (DS&MIS), S. Nelson (Staff), I. Rakita (Fina.), P. Renaud (CASA), W. Roscoe (Acco.), M. Singer (P&VP, A) J. St-Germain (CASA), L. Wong (Staff)

Absent with Regret: A. Jaleel (Econ.), H. Bhabra (Fina.), T. Correa (CASA), A. Fargnoli (Reg.), J. Freed (Fina.), S. Ghani (CASA), M. Horst (TESL), M. Islam (Acco.), L. Katsanis (Mktg.), C. Lajeunesse (Pres.), S. Leblanc (CASA), J. Lim (Mktg.), T. Lituchy (Mana), A. Mohummed (CASA), S. Mustafa (Acco.), J. Riven (Mana.), D. Peltier-Rivest (Acco.), R. Vahjidov (DS&MIS), J. Zimmerman (CASA)

I Call to Order
The meeting was called to order at 9:30.

II Closed Meeting
There were no items for a closed meeting.

III Open Meeting

IV Approval of Agenda – JMSB-2006-03A
It was moved by J. Kellett and seconded by M. Sharma that Council approve the agenda as presented, JMSB-2006-03A. The motion was carried unanimously.

V Approval of the Minutes – JMSB-2006-02M
It was moved by M. Sharma and seconded by J. Kellett that Council approve the minutes with the following addition on page three at the end of the fourth paragraph: It was noted that the Management Department has not received a contract for the Executive Director who has not taught any regular department courses to date. The motion was carried unanimously.

In reply to a question about the outcome of the JMSB motion concerning the Board of Governors governance issue that was adopted by Council in January, J. Tomberlin advised that it had not gone forward to Senate and confirmed that there had been no communication from the Director of the Board/Senate Administration. He noted one of the decisions of the Board had subsequently been altered which may have been partially attributable to the concerns expressed by the JMSB Council.

VI Chair's Report and Question Period
J. Tomberlin reported that the deadline for transferring First Class accounts for alumni to a forwarding e-mail has been extended to June from March 31 due to the overwhelming reaction of 35 - 40 upset MBA alumni who had been promised a First Class account for life. The cost of maintaining the accounts for all alumni has become prohibitive. There are approximately 22,000 alumni accounts of which only 900 are active. Given the value of keeping in close touch with alumni and fulfilling promises made to alumni and graduating students, CIT will conduct a further analysis to develop a compromise solution at limited cost.

It was pointed out that the students' primary objection was the abruptness of the transition period. The importance of maintaining the opportunity to build an alumni community was stressed. It was reported that he elimination of First Class accounts for graduating graduate and undergraduate students was considered as unacceptable to JMSB students.

In reply to a question about the practices of other Faculties with regard to faculty members having their companies bill external clients of the University directly, J. Tomberlin advised that he had partial information that was insufficient to discuss until further consultation with the Deans. A report is expected at the next meeting of Council.

With regard to concern expressed about the replacement of Acting Graduate Program Directors, J. Tomberlin advised that the Office of the Associate Dean, Graduate Programs, Research and Program Evaluation would soon initiate the search process.

VII Business Arising from Previous Meeting

i) Proposal for a Concordia Institute for Cultural and Social Diversity – JMSB-2006-02A-06

It was moved by G. Kanaan and seconded by A. Ahmad that Council grant speaking privileges to J. Lightstone, spokesperson for the Proposal for a Concordia Institute for Cultural and Social Diversity. The motion was carried unanimously.

J. Lightstone advised that his purpose as spokesperson for the fifty faculty members listed in Appendix C was to get the support of the Faculty Councils and Senate for the proposal. He described the networking process that brought the group together noting that other faculty members are likely to participate. During the summer and fall 2005 J. Lightstone acted as facilitator and chief draftsperson of the document in consultation with the membership.

J. Lightstone was asked what percentage of the total full flight budget of $580,000 represented the University contribution and why the University was required to commit to contribute to such projects. He advised that $24,000 annually would be contributed directly from the Provost's budget and explained that eligibility for all grants for collective research ventures require a cash commitment from the university as well as in-kind contributions. The fact that universities are not fully compensated for the indirect cost of research has long been a topic of heated debate between universities and the governments, both federal and provincial.

Concern was expressed that the university would commit to contribute $480,000 per year if the total initial endowment of $2,000,000 was not secured and there was no plan for identifying the source of future funding. J. Lightstone advised that the university's direct and indirect expenses of $144,000 would remain constant, about 25% of the total projected budget and well within the indirect costs that would be paid for by the government. Additionally, the grant activity that will be facilitated by the existence of the institute would generate funds to cover the overhead costs. He gave his assurances that the projected budget of $580,000 would not be spent unless the funds were raised to cover the expenses. He confirmed that $1.6M of the $2M has already been secured. The balance of the endowment is currently being considered by two potential donors. In the meanwhile interest on the $1M endowment has accumulated over the past two years. The $1M endowment was from one donor in honor of Dr. Lowy who wanted the funding to be used on a project concerned with diversity.

J. Lightstone was asked to include in the document assurances that the $580,000 budget would not be spent unless the full funds have been raised to support it. He suggested that the minutes of the Council meeting that include his assurances be forwarded to the Steering Committee of Senate.

In response to a question about the space requirements in light of the scarcity of space in the university, J. Lightstone advised that the space would be located in the BC building. In response to concern about the operating expenses being too low and the space too small, J. Lightstone advised that typically research centers run economically, the institute would need two offices, secretarial space and a board room.

J. Lightstone was asked if the institute's outreach activities would include partnerships with companies and institutions that are not yet diverse that may result in employment opportunities for students and if he envisioned teaching programs evolving from the centre, either minors or multi-disciplinary programs that train managers how to handle diversity in the workplace. J. Lightstone advised that it was not envisaged that the institute would be involved in launching undergraduate or graduate programs which appropriately belong within the purview of the academic departments. He noted that given the multidisciplinary backgrounds of the faculty involved in the institute and the participation of their graduate students, ideas for programs may come forward that could ultimately be developed within the Faculties. Similarly, knowledge transfer would occur by means of institute members sharing their findings with their colleagues and students and incorporating them in their teaching.

It was moved by M. Magnan and seconded by A. Ahmad that the Proposal for a Concordia Institute for Cultural and Social Diversity be approved in principle.

It was moved by C. Draimin and seconded by C. A. Ross that the motion be amended to approve the proposal in principle with the provision that the full-flight budget on page 11 be contingent on raising the external funds to do so.

The seconder did not agree with the amendment.

One faculty member strongly supported the proposal and indicated that the amendment was unnecessary. Another member of Council supported the proposal that would allow Concordia to capitalize on diversity which is one of the strengths of the university.`

A vote was taken on the amendment: *16 in favour, 6 opposed,2 abstentions (P. Renaud)*
The amendment was carried.

A vote was taken on that motion as amended:

The motion was carried unanimously.

VIII New Business

i) Proposal for the establishment of the School of General Studies – JMSB-2006-03A-01

As Chair of the Advisory Search Committee for a new Dean of the John Molson School of Business, M. Singer advised that the committee had engaged an external search firm, plans to develop a draft profile for consideration by the Faculty Councils and Senate prior to going to the Board of Governors for approval and had established a timetable for the search process. The position will be advertised in the late spring, a short-list will be in place by October and a decision made in the fall. Short-listed candidates will have the opportunity to meet with the Chairs, Associate Deans, the Dean, JMSB faculty members, students and staff and make a public presentation. To gather information regarding the future direction of the JMSB and the kind of person needed to lead the way and shape the draft profile, he advised that he would send a message to faculty, staff and students inviting them to a meeting on Thursday, April 6th at 09:30 in the De Séve Theatre. He welcomed written comments for those who would be unable to attend.

As background for the proposal M. Singer recalled the inclusive spirit of Concordia thirty years ago and enumerated five types of Concordia students who do not fully benefit from the university's mainstream activities and academic experience. He reported that Concordia has 43,500 students and 1,900 full-time and part-time faculty members. Of the 43,500 students enrolled in Concordia today, these special students include the 6,600 non-credit students whose courses and professors are not vetted by academic faculty - last year 6,625 students enrolled in approximately 15,000 course registrations; students in distance-education - there are 5,000 students enrolled in twelve web based courses, 90% are in other programs and courses; students in off-campus courses - there are 637 students enrolled in thirty-two off-campus courses; 2,100 mature students, some who make use of the services offered by the Centre for Mature Students;

4,300 independent students, and 1,100 visiting students. Last year the number of mature students, independent students and visiting students amounted to approximately 7,000 students registered in credit courses generating 2,700 – 3,000 FTEs which mean there were 27,000 – 30,000 special students registered in credit courses and the Centre for Mature Students is the only support vehicle other than the individual departments. Additionally, last year there were 3,548 at undergraduate students, 10% of the of the student body, with GPAs below 2.0 and categorized as "at risk" Resulting in a graduation rate that does not compare well with other universities.

M. Singer stated that Concordia must do better if it is to become a leading Canadian university and a critical part of the Concordia mission is to reach out to these special students and give them a chance. The document was prepared with this goal in mind.

M. Singer noted that the proposal was influenced by a number of other factors including budgetary issues in the Continuing Education and eConcordia operations and identifying a mechanism for dealing with a host of opportunities to partner with institutions around the world in off-campus operations. He explained that the proposal would provide an administrative service structure with a non-credit division, a web based distance education division, an off-campus division and a credit division which would be seamlessly connected under the control of the four Faculties of the University that are responsible for the academic direction of Concordia. The JMSB would be responsible for all business courses offered by Concordia regardless of the method of delivery. The scheduling and staffing would be the responsibility of the deans and department chairs. It would be a win-win situation offering more student assistance and leading to the development of a more integrated curriculum. The JMSB would generate the additional revenues needed to succeed by continuing to get 90% of FTE funding and 64% of the tuition and 10% of FTE funding and 36% of tuition would continue to support funding of the graduate school, the Centre for Mature Students, the library and other subsidiary operations. He advised that the university deficit last year was $9.5M, this year's is expected to be $5M - $8M and next year's $8M - $10M.

M. Singer asked members of Council for their support in principle noting that it was a concept document which, if and when approved by the Councils and Senate, would require an implementation document as follow up.

It was moved by M. Sharma and seconded by K. Argheyd that Council support in principle the proposal for the establishment of the School of General Studies as described in document JMSB-2006-03A-01.

In response to a question about the status of eConcordia, M.Singer advised that it would cease to exist if Senate approves the proposal however a $750,000 loan would ultimately have to be paid back to the Foundation. He advised that the founders who are committed to web based education were supportive of the proposal. He described the motivational and financial benefits of having the Faculties take responsibility for web-based education which can be a significant recruitment tool for the university. He envisions partnering with international institutions to give students around the world the opportunity to take a package of courses such as Canadian Studies. Students who subsequently choose to enroll at Concordia will have established their academic abilities.

With regard to concern about the cost of establishing another layer of senior administration, M. Singer advised that it would be a facilitative structure rather than administrative one. As to cost, he advised that the implementation phase would require a business plan for prior approval by Senate. The key to success would depend on the enthusiasm and expertise of the leadership of the school. He defined success as improving Concordia's dismal failure and graduation rates and promised to limit costs and obstructions.

In reply to a suggestion that the title of the leader be changed to director and vice-dean to associate director to allay the fear that the structure would compromise the role of the Faculties, M. Singer

stated that he was committed to the concept not the titles or the name of the school which can be revised during the approval process for the implementation phase. With regard to the success of the operation, he reiterated that the success of the operation would rest with the leader who would be an academic to legitimize the marginalized operations.

During the ensuing discussion period the following comments were noted:

- The concern of the Provost for marginalized students was applauded. At the same time the notion of grouping different categories together was questioned. It was suggested that students were marginalized because of poor learning experiences and that rather than increase the administrative layers of the university, resources could be allocated to strengthen the work of the Center for Teaching and Learning to enable professors to enrich the learning experience of all students. It was pointed out that the University of Windsor was appointing a Vice-Provost for this portfolio.
- Department Chairs in the JMSB experience conflict with the responsibility for staffing graduate programs without input or control over the course content and scheduling deemed appropriate by the individual programs. The proposal would add to the staffing difficulties and have work load implications on accreditation if all teaching activities were part of the regular workload.
- In terms of fit, the proposal seems appropriate for Continuing Education students, off-campus students and eConcordia whereas independents, visiting and mature students may best be cared for by the Faculties despite their lack of resources.
- There seems to be some overlap in the numerous directorships that need clarification.
- The role of the new administration needs clarification since most of the responsibility appears to rest with the Faculty.

Responding to the comments M. Singer explained that the students would not be isolated as they would be grouped for services only. The minimal administrative structure would be an extension of the Faculties similar to the Centre for Mature Students. With the regard to the University of Windsor's initiative, he advised that a major overhaul and injection of resources to the Centre for Teaching and Learning had recently been approved.

As to concerns about increasing the responsibilities of the Chairs, M. Singer pointed out the proposal gives Chairs full control of all courses related to their disciplines offered throughout the university. The increased demand for faculty will provide the rationale and generate the resources for hiring. The responsibility of the Deans and the Chairs would include off-campus, web-based, on-campus and eventually non-credit course to provide opportunities to hire students as peer counselors, to generate revenue, to increase recruitment efforts via the web and via off-campus education.

With regard to fit, M. Singer advised that he viewed the groups of students as interrelated inasmuch as they are not part of any specific academic program. That view may be amended during implementation discussions.

With regard to the directorships and the nomenclature, M. Singer advised that he was not wedded to the structure or the titles. He stated that the goal is to make all students count, to recruit independent, visiting and non-credit students into Concordia University and to bring all special students from the margins by providing the services and tools to help them succeed.

In closing M. Singer advised that approval of the concept document would allow a year of discussion about how to achieve this goal at the minimum possible cost, the maximum benefit to the Faculties and with maximum student input.

The motion was carried unanimously.

IX Elections

i) H. Simpkins, Department of Marketing and past recipient of the Distinguished Teaching Award was elected by acclamation to replace S. Appelbaum effective immediately and terminating May 31, 2006. *(Other members: A. Ahmad, M. Buyukkurt)*

X Report: Graduate Programs, Research and Program Evaluation – JMSB-2006-03A-02

B. Ibrahim highlighted the report emphasizing the progress made in program evaluations during the past year. He advised that the Task Force on Research had developed the first draft of the report on the enhancement of research in the JMSB. The final report is expected to be available within the next few weeks.

i) Goodman Institute in Investment Management curriculum revisions – JMSB-2006-03A-03

It was moved by B. Ibrahim and seconded by M. Sharma that Faculty Council approve the curriculum revisions for the Goodman Institute in Investment Management as described in document JMSB-2006-03A-03.

It was moved by B. Ibrahim and seconded by M. Sharma that Council grant speaking privileges to A. Hochstein, Director, Goodman Institute in Investment Management.
The motion was carried unanimously.

It was moved by B. Ibrahim and seconded by M. Sharma that Council grant speaking privileges to R. Oppenheimer, member of the GIIM committee. *The motion was carried unanimously.*

A. Hochstein explained that the purpose of the revisions was to ensure that, in accordance with AACSB and traditional MBA program standards, the core of the IMBA program included courses from all major disciplines in the business curriculum. In addition, the incorporation of Investment Law and Ethics in the MIM curriculum is intended to have the program mirror the IMBA with the exception of the general management courses that are not required in the Master in Investment Management program.

In response to a question as to how the choice of core courses from all disciplines was made, B. Ibrahim advised that the choice was made based on providing a general management degree that would provide students with key decision-making skills. It was noted that the name of the association has been changed to the CFA Institute.
The motion was carried unanimously.

B. Ibrahim thanked K. Fiddler for her role in clearing a three-year backlog in program appraisals and in guiding the curriculum revision process for the JMSB. Members of Council applauded K. Fiddler for her contribution to the JMSB.

XI Report: Administrative Affairs and Human Resources
There was no report.

XII Standing Report on the status of the new JMSB building
There was no report

XIII CGSA Report - JMSB-2006-03A-04.
J. Kellett wished everyone Happy St. Patricks day and remarked on the amazing level of school spirit this year. He advised that CGSA elections for a new executive would take place during the following week. During the election two referendum questions will be posed, one concerning the GSA and one concerning support for maintaining First Class. He thanked J. Riven for her help with the GSA and expressed his appreciation for the support of Dean Tomberlin, M. Magnan and B. Ibrahim.

A vote of thanks for the significant contributions of J. Kellett and E. Lobo was moved by B. Ibrahim and seconded by M. Sharma. The motion was carried unanimously.

XIV Staff Report
There was no report.

With regard to the report from the Board of Governors, document JMSB-2006-03A-07, one member of Council advised that a notice of motion regarding amendments to the Rules and Procedures for Senior Administrative Appointments would be sent to the Steering Committee prior to the next meeting of Council.

Due to lack of time, the following reports will be brought forward to the April 21st meeting of Council.

XV Report: External Affairs and Executive Programs – JMSB-2006-03A-05

XVI Report: Undergraduate Programs, Academic and Student Affairs

XVI I Reports from School Representatives on University Committees
- i) University Senate
- ii) Arts and Science Faculty Council
- iii) Senate Academic Planning and Priorities
- iv) Senate Academic Programs Committee
- v) Senate Research Committee - JMSB-2006-03A-06
- vi) University Library Committee
- vii) Undergraduate Scholarships and Awards Sub-committee
- viii) Board of Governors - JMSB-2006-03A-07
- ix) Council of the School of Graduate Studies

XVIII CASA Report
There was no report.

XIX Other Business

i) Nominations for Awards *FYI only*

The Office of the Registrar is soliciting nominations for the spring 2006 convocation non-academic medals and awards:
- The Concordia Medal
- The Malone Medal
- The O'Brien Medal
- The Lieutenant Governor's Award
- The Stanley G. French Medal
- The First Graduating Class Award

The deadline for nominations is March 31, 2006. Nomination forms are available from the Dean of Students Offices on both campuses, the Birks Students Service Centre LB-185 and the Office of the Dean, GM403-11.

XX Adjournment
It was moved by M. Sharma and seconded by S. Betton that the meeting be adjourned. The motion was carried unanimously.
The meeting was adjourned at 12:20.

XXI Next meeting
The next regular meeting of the JMSB Faculty Council will take place on Friday, April 21, 2006 at 09:30 in room **GM403-2.**